



# ANNUAL REPORT

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT AND ITS AFFILIATES

GREATER PITTSBURGH CHAMBER OF COMMERCE  
PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA  
PITTSBURGH REGIONAL ALLIANCE

<sup>250</sup>  
**pittsburgh**  
imagine what you can do here.™

## ABOUT THE CONFERENCE

Founded in 1944, the Allegheny Conference on Community Development is one of the nation's leading economic and community development organizations. Combining strong private sector leadership with public sector partners, we work to stimulate economic growth and improve the Pittsburgh region's quality of life. Our strategic focus is on creating a more competitive business climate and marketing the Pittsburgh region for investment and job creation. The Conference relies upon the Regional Investors Council – leaders of more than 300 companies and organizations – to provide time, talent and resources to advance our agenda.

Three affiliated organizations, each staffed by the Conference, provide research and analysis, advocacy and marketing to realize the vision of the Conference leadership.

The **PENNSYLVANIA ECONOMY LEAGUE OF SOUTHWESTERN PENNSYLVANIA** provides public policy research and analysis on the most critical issues for our region's competitiveness.

The **GREATER PITTSBURGH CHAMBER OF COMMERCE**, working with private and public sector partners, serves as our region's chief advocate at all levels of government to secure public sector investment and legislative and regulatory improvements to our region's business climate.

The **PITTSBURGH REGIONAL ALLIANCE**, a 10-county regional economic development partnership staffed by the Conference, markets southwestern Pennsylvania to companies across the region and around the world to attract capital investment and stimulate job creation.

## FROM THE CHAIR



**James E. Rohr**  
*Chair of the Board*

As we enter our region's 250th anniversary year, it is the perfect opportunity to celebrate all that we have accomplished and to take aim at the challenges that remain ahead of us. This past year has been a strong year for business development activity, a year in which we laid the groundwork for further improvement in our region's competitiveness, and launched a new initiative to encourage our children and grandchildren to imagine a bright future here.

Two hundred and fifty years ago, our region was a global prize for its strategic location as the gateway to the west. Today we are poised to be a gateway to opportunity for young people from around the world.

What gives us confidence that we can deliver on this promise?

We are a leader in key industries of the future. We continue to experience growth among the Life Sciences, Advanced Manufacturing, and Information and Communications Technology industries. Meanwhile, world leaders such as Westinghouse, Bayer, Google and EDMC are thriving and expanding here, which shows the confidence business leaders have in our region's assets.

We boast strengths in energy and the environment. In line with our worldwide reputation for environmental transformation, we are emerging as America's "green" region; behind only Portland, Ore., and Seattle, Wash., in total number of green buildings, we promise a more energy-efficient future.

Our quality of life is second to none, which, in 2007, made the region the only location to be

twice deemed "**America's Most Livable City**" by *Places Rated Almanac*. In addition to lower housing costs and more bang for their buck, our residents enjoy short commutes and unparalleled arts, sports and recreation opportunities when compared to similar-sized regions. A strengthening urban core is attractive to today's young knowledge workers. This is also one of the safest places in the country in which to live and raise a family.

We are building on a strong foundation laid during our region's comeback from a deep industrial recession. Today, total employment is near an all-time high, with 70,000 more jobs than at the peak of industrial employment 25 years ago. We are following key principles designed to foster continuous improvement in our region's business climate and quality of life. We are counting on engaged private sector leadership to make great things happen for our region.

Yet we know there is much more to be done. In 2006 we set an agenda for action to address issues that weaken our regional competitiveness. As illustrated by Pennsylvania's Corporate Net Income tax rate – the second-highest in the nation – our tax structure puts businesses at a disadvantage. We also need to strengthen our transportation network, particularly through a financially sound Port Authority and direct air service to Europe. We must make government simpler and more cost effective. And, critical to our future, we must develop a workforce capable of competing long term in the dynamic global economy. Addressing these challenges will reinforce our strong foundation. In the following pages, we report on our progress on each front.

Each of us can play a role in achieving regional excellence by encouraging every individual here, across the country and around the world to **imagine what they can do here**.

Join me in 2008 in celebrating where we are, how we got here and – above all – where we are going together.

**James E. Rohr**  
*Chair of the Board*  
Allegheny Conference on  
Community Development

*Chairman and Chief Executive Officer*  
The PNC Financial Services Group, Inc.

### **The 2006 – 2008 Agenda:**

#### ***Marketing the Region***

- Regional Promotion
- Economic Development

#### ***Competitiveness***

- Taxes and Regulations
- Workforce Quality
- Transportation and Infrastructure
- Local Government Function and Structure

#### ***Special Initiative***

- Pittsburgh 250

## FROM THE CHIEF EXECUTIVE OFFICER



**Michael Langley**  
*Chief Executive Officer*

As one of the nation's premier civic leadership organizations, the Allegheny Conference believes that combining engaged leadership with a focused agenda for change is the way to move our region forward. By adopting our 2006-2008 Agenda, our Regional Investors put their vision for our future into action. We're proud to share the impact of their leadership and commitment in the following pages.

2007 was marked by success and continued hard work in promoting our 10-county region, assisting business investment and taking steps to improve the competitiveness of our business climate. We've seen success in the reach and impact of the *Pittsburgh: Imagine what you can do here* campaign to communicate our region's rich history of innovation and its future potential in the evolving global marketplace. Take a look at the campaign, that we've been promoting nationally and internationally, on page 8 of this report.

The Pittsburgh Regional Alliance – our business development affiliate – had a record year, directly assisting 35 companies in choosing our region as the place for their future growth. You may already know about the Westinghouse Electric expansion in our

area that was one of the largest economic development projects in the country last year. But you might not know about many others from Mitsubishi and Eaton Corporation to TechAssist and SYCOR. You'll find highlights from the year on page 9.

We believe that this level of business activity is not a one-time event but an indication of a much broader trend of continuing reinvestment in our local economy. Bill Flanagan, our executive vice president of Corporate Relations and the host of our weekly TV program "Our Region's Business," discusses this historic shift from disinvestment to reinvestment with CEOs Steve Tritch of Westinghouse Electric, Attila Molnar of Bayer and John Friel of MEDRAD on page 11.

The Conference leadership and staff have also been carrying out a special assignment – working in partnership with the Senator John Heinz History Center, VisitPittsburgh and numerous other partners – to plan the Pittsburgh region's 250th anniversary in 2008. We have provided resources and solicited funding to support the vision of the Pittsburgh 250th Anniversary Commission – more than 200 high-level volunteers under the leadership of Conference Chair Jim Rohr.

Our region's 250th anniversary is also a call to action to build a better Pittsburgh region for the future. Our competitiveness activities do just that by improving the business climate to be competitive in today's – and tomorrow's – global economy. We're working on reducing business taxes, improving business regulation, reforming the Port Authority, strengthening air service, enhancing local government efficiency and educating a strong, well-qualified workforce for our region.

And, we have an anniversary of our own to celebrate. It's been 65 years since our community leaders – public and private – first came together to lay the groundwork for the Allegheny Conference. One thing that we've learned over the years is that real change takes engaged leadership, clear priorities and focused resources. We invite you to partner with us in imagining what we can do together for the future of the Pittsburgh region.

**Michael Langley**  
*Chief Executive Officer*  
Allegheny Conference on  
Community Development





*Great Allegheny Passage, Big Savage Tunnel*



# LEADERSHIP COMMITTED TO COMPETITIVENESS AND INVESTMENT FOR THE PITTSBURGH REGION



## Our History

The Allegheny Conference on Community Development is one of the nation's premier civic leadership organizations. Chartered in 1944, the Conference created a new approach to civic leadership, bringing together high-level private and public sector leaders to build a new future and image for Pittsburgh in the years following World War II.

Over the years, the Conference has played an instrumental role in creating the Pittsburgh region we know today. From clear skies to a striking skyline anchored by Gateway Center and Point

State Park, the influence of the Conference has been profound. Across our region, improved transportation infrastructure encourages commerce by river, highway and air. A multi-county approach to seeking state and federal funding provided a new airport, The Andy Warhol Museum and pad-ready development sites across 10 counties. And the Conference has supported broad-based efforts to improve local government, education and the region's workforce.

After decades of transforming the region, the Conference transformed itself in 2000.

After decades of transforming the region, the Conference transformed itself in 2000, bringing together the strengths of

the Pittsburgh Regional Alliance (PRA), the Greater Pittsburgh Chamber of Commerce and the Pennsylvania Economy League of Southwestern Pennsylvania in a formal affiliation to promote and improve the Pittsburgh region. At the same time, the Conference instituted a new regional leadership structure with a Regional Investors Council at its core that convenes leaders from across the 10-county region.

By staffing the PRA, the Conference took on responsibility for the first time to market our region for business investment. We also got closer to the competitive challenges facing our region by speaking directly to our customers.

We focus our energy and resources on the basics – those factors that make enduring change in our region's competitiveness – tax and regulatory policy, transportation and infrastructure investment, workforce quality, and the effectiveness and efficiency of local government. At the same time, we promote the image of our transformed region in the global marketplace and encourage further investment through continuing business development.



*Downtown Pittsburgh before Smoke Control – 1945*

## Our Philosophy

We believe that the Pittsburgh region must offer a competitive business climate and quality of life for economic growth and the prosperity of our citizens. Whether promoting our region for business development or improving its competitiveness, we bring together regional leaders in lasting, working partnerships dedicated to delivering results.



## Our Model

The Conference is the umbrella organization for its three affiliates that all work together for continuous regional improvement, a civic leadership model that many other regions are trying to achieve:

- The **Pittsburgh Regional Alliance (PRA)** markets the benefits of doing business in southwestern Pennsylvania to companies all over the world that are growing, relocating or expanding.
- In response to feedback from those companies, the **Economy League** conducts comprehensive public policy research and analysis and provides implementation strategies regarding competitiveness and quality of life issues.
- Armed with this analysis, the **Chamber** advocates for business climate improvements, supporting legislation, regulation and policy that will create an even more competitive regional environment for new and existing businesses – making the PRA's regional promotion efforts all the more effective.
- At the center is the **Regional Investors Council**, made up of more than 300 business leaders from across the 10-county region who provide support and leadership to execute our Agenda.

## Our Results

Every three years, the leadership of the Conference and its Affiliates – through the Regional Investors Council – adopts an action Agenda to move our region forward.

While specific objectives and priorities may change over time, the overall goal remains the same – to improve the quality of life here, enhance the competitiveness of the

business climate, and promote the region for new jobs and investment.

Discover the regional progress the engaged leadership of the Conference has made this year in the following pages.

Learn more about us at  
[www.alleghenyconference.org](http://www.alleghenyconference.org)

### The Wheel In Motion: Making Our Energy Landscape More Competitive

Long-term, fixed-rate electricity costs are critical to large industrial energy users in our region. Electricity deregulation led to the expiration of rate caps in several service areas in Pennsylvania, where industrial users experienced rate increases by as much as 40 percent with wide fluctuations in hourly prices.

Existing regulations prevented large industrial users from entering into long-term, fixed-rate contracts with suppliers, making energy costs unpredictable and therefore reducing the likelihood of future regional investment by these firms.

The PRA became aware of this issue during its business outreach activities. The Economy League conducted research on the reasons for and impacts of this barrier to growth. When the Conference and the Pittsburgh Technology Council convened an Energy Summit in 2006, it was clear that this issue was a priority for business leadership.

In 2007, more than 80 Regional Investors Council members participated in briefings throughout the region to offer input on solutions. The Conference and its Affiliates testified on the importance of predictable energy costs to continued capital investment and job retention and educated the media on the issue. The Chamber mobilized to support passage of HB 1530, the Electric Generation and Customer Choice Act, to provide a solution to this complex problem. On July 18, 2007, Governor Rendell signed HB 1530 into law.

From identifying barriers to business investment to researching policy solutions to engaging our region's leaders and supporting legislative action – that's the Conference wheel in motion.









# MARKETING THE REGION

## PROGRESS ON THE 2006-2008 AGENDA

- ▼ REGIONAL PROMOTION
- ▼ ECONOMIC DEVELOPMENT

In the past year, the Conference and its Affiliates have worked to help audiences throughout the region, across the nation and around the world to *imagine what they can do* in the Pittsburgh region – a world-class place to live and do business.

Our successful efforts to attract business investment hit a record high in 2007. Our region continues to experience growth within the advanced manufacturing, life sciences, and information and communications technology industries, among others. Industry leaders, such as Westinghouse Electric, Bayer, MEDRAD and U.S. Steel, have recently announced multi-million dollar investments in our workforce and local facilities.

Our global marketing efforts have accelerated with the kick-off of a long-term strategy to build bilateral business relationships with China, our work as a Regional Export Network agency and a series of expanding global business relationships.

## REGIONAL PROMOTION

### Board Committee Chair:

**Michele Fabrizi**

*President & CEO, MARC USA*

### Spreading the Message – *Pittsburgh: Imagine what you can do here.*

In 2006, the Conference set an ambitious goal to improve positive awareness of the Pittsburgh region internally and externally. We are leveraging the unique opportunity afforded by the region's 250th anniversary to share the message of a 'new' Pittsburgh region – a center of technology, arts and innovation – with the world.

The foundation of the effort is the *Pittsburgh: Imagine what you can do here* marketing initiative. During 2007, thanks to a strong partnership with VisitPittsburgh and support from such Regional Investors

as PITT OHIO EXPRESS, the *Pittsburgh Post-Gazette*, the *Pittsburgh Business Times*, WPXI-TV, and WTAE-TV, the message has begun to spread:

- **Campaign Gains Exposure**

*Imagine* ads were placed in a number of regional and national publications – including the *Pittsburgh Post-Gazette* and the *Wall Street Journal*.

- **On the Road**

The *Imagine* campaign literally hit the road in 2007, thanks to the generosity of Regional Investor PITT OHIO EXPRESS, which donated the sides of its trailers for decals about the Pittsburgh region and the Tour of Pennsylvania. The trailers will be on the road from New York to Chicago and across many Mid-Atlantic states throughout the anniversary year.



*PITT OHIO EXPRESS Truck*



### *Imagine* Campaign wins Association of Chamber of Commerce Executives (ACCE) Award

The *Pittsburgh: Imagine what you can do here* campaign earned an award for excellence in the 23rd Annual Awards for Communication Excellence program of the Association of Chamber Commerce Executives (ACCE). The campaign received a score of 94/100 in the Tourism or Community Pride Campaign category.

### Pittsburgh region deemed “North American City of the Future”

Pittsburgh stands out as a top “North American City of the Future,” according to highly reputable *Foreign Direct Investment (fDi)* magazine, a *Financial Times* publication. The 2007/2008 “Cities of the Future” were selected based upon their strengths and prospects for inward investment, economic development and

business expansion. The PRA submitted the application on behalf of the region for this honor – resulting in the following rankings:

- No. 3 - Overall Top 10 - major cities category (2+ million population)
- No. 1 - Most Cost-Effective
- No. 2 - Best Infrastructure

### “America’s Most Livable City”

The Pittsburgh region beat out 378 other metropolitan areas to regain the No. 1 spot as *Places Rated Almanac*’s “Most Livable City.” The region was No. 1 in the same list in 1985 and is the only location to earn top billing twice. The Pittsburgh region is also the only location that has never ranked out of the list’s Top 20. Criteria considered for this distinction were housing/cost of living, transportation, jobs, education, climate, crime, health care, recreation and ambience.



## ECONOMIC DEVELOPMENT

### Board Committee Chair:

**John P. Friel**

*President & CEO, MEDRAD, Inc.*

### Region Gains New Business and New Jobs; Pittsburgh Regional Alliance (PRA) Breaks its Record

Across the region, there were more than 300 economic development wins comprised of corporate investment and development projects announced in 2007. These projects represent nearly 13,000 new jobs and nearly 11,000 retained jobs, for a total job impact of nearly 24,000 as well as almost \$2 billion in capital investment. Meanwhile, the PRA, an affiliate of the Conference, had a record year in economic development, with 35 project wins projected to stimulate the creation and retention of 8,699 jobs. This is the single-best annual performance in the 35-year history of the PRA and its predecessor organization, Penn's Southwest Association.

### Westinghouse Expansion - Huge Win for Region

In August, Westinghouse Electric Company broke ground at its new world headquarters in Cranberry Township, Butler County – now the largest single-tenant campus in Pennsylvania history. Westinghouse's decision to continue growing in southwestern Pennsylvania means \$200+ million in capital investment, \$1 billion in gross regional product and 1,000+ new regional jobs with thousands more retained. In addition to the headquarters expansion, Westinghouse chose to expand its Waltz Mill manufacturing plant in Westmoreland County.

With the widespread renewed interest in nuclear energy, and the prominence of Westinghouse as the world's leading nuclear power company, the decision also ensures south-

western Pennsylvania's place as a global hub for nuclear energy technology development.

Winning this expansion project amid a fierce seven-state competition required the total cooperation of state, county and local officials. New legislation, approved site plans and accelerated permitting took the project from site tours to groundbreaking in less than 15 months.

Furthermore, the region is already starting to see the spin-off activity related to the nuclear energy supply chain. For instance, Holtec Manufacturing is supplying equipment for Westinghouse-built nuclear power plants in China and announced in February 2008 that it will hire 500 new employees.

### The National 'Economic Development Deal of the Year'

National corporate real estate publication *Business Facilities* named Westinghouse Electric Company's expansion as the country's top economic development project of the year. On behalf of the project's many contributors – including counties, municipalities, school districts, public officials and brokers – the PRA partnered with the Pennsylvania Department of Community and Economic Development (DCED) to compile the award-winning submission to *Business Facilities*. Westinghouse, DCED and the PRA share the cover of the *Business Facilities* January 2008 issue.



## 2007 Business Development Highlights

Some of the projects the PRA successfully assisted include:



Citing the appeal of the region to manufacturers, Japanese Mitsubishi Electric Power Corp. invested \$14 million to expand its Warrendale, Pa. headquarters. It plans to retain 350 employees and create 75 new jobs in the next three years.



Global materials science leader Bayer Corporation – now celebrating its 50th year in the region – located a new human resources call center at its North American headquarters in Robinson, Pa., where 60 new employees will handle human resource inquiries from Bayer's 17,000 employees nationwide.



The relationship between Germany-based information technology company SYCOR GmbH and the region was strengthened during the Pittsburgh Symphony Orchestra's 2006 European tour, after which the company decided to locate its North American headquarters, SYCOR AMERICAS Inc. here. Competing locations included Minneapolis, Toronto and Montreal.



Germany-based Schwartz GmbH recently announced an expansion of its U.S. operation, Schwartz Technical Plastics. Through expanding its Beaver County distribution center, the company plans to add 25 new employees and broaden its focus to include manufacturing and sales.



Global asset management leader The Bank of New York (BNY) Mellon Corporation estimates that 1,000-2,000 regional jobs will be created as a result of its recent merger. It plans to create 150 jobs with the expansion of its downtown Corporate Trust office, recently moved 210 positions within BNY Mellon Shareowner Services from Jersey City to Pittsburgh, and is investing up to \$70 million at its data center in Armstrong County.



Further anchoring the Pittsburgh region as a location of choice for global business, Eaton Corporation announced last fall its plans for a 120,000-square-foot expansion of its Electrical Group headquarters in Moon Township, Allegheny County. Reaffirming its commitment to the region, the \$24 million project will combine the Electrical Group's tech center and corporate offices. The company will use many of its own industrial and commercial electrical products in support of the building's 'green' construction – for which it will seek Leadership in Energy and Environmental Design (LEED) certification.



Technology specialist TechAssist LLC is creating 96 jobs with the relocation of its national operations center from Washington, D.C. to Downtown Pittsburgh. Its access to our strong university talent pipeline will support the growth of its information technology consulting business.



Office system manufacturer EBtech Industrial Offices expects to create 10 new positions after being purchased by New York-based equity investment firm Unlimited Horizons, Inc. and relocating to Fayette County.



# OUR REGION'S BUSINESS

Every Sunday at 10 a.m.

Produced by WPXI-TV and the Allegheny Conference on Community Development

**BILL FLANAGAN:** For more than 25 years, I've covered the transformation of the Pittsburgh region's economy, first as a reporter and later as host of "Our Region's Business." In just the past year, household names like Heinz, Westinghouse, Bayer and Eaton have expanded their regional presence. Meanwhile, homegrown companies turned global players like MEDRAD and Respiromics have done the same. It seems to me – as disinvestment has transitioned to reinvestment – that our region's business leaders are more optimistic these days, not just about their own companies' growth, but about the long-term prospects for our region as well.

The following transcript is a compilation of separate interviews with Steve Tritch, president and CEO of Westinghouse Electric Company; Attila Molnar, president and CEO of Bayer Corporation; and John Friel, president and CEO of MEDRAD, Inc.:

OUR REGION'S  
BUSINESS

**FLANAGAN:** Each of you has made major investments in our region, with a new headquarters for Westinghouse in Butler County, a consolidated human resources operation for Bayer in Robinson, and new headquarters and manufacturing facilities for MEDRAD in Allegheny and Butler Counties. Steve, let me start with you, as an executive who came of age during the restructuring of the "old" Westinghouse in the '80s and '90s. Is there a new willingness to consider Pittsburgh?

**TRITCH:** Bill, we were glad Pittsburgh ended up being competitive, but it's always a business decision. Given the prospective growth of our new plant business, Westinghouse had to expand. We had to look at every suitable location in the world. Although I'm a native Pittsburgher, I couldn't let that sway our decision. And, as I said, we're very pleased with the outcome.

**FRIEL:** I did have to make sure Pittsburgh made MEDRAD's list.

**FLANAGAN:** How so?

**FRIEL:** When we first began looking for a new location somewhere in the world, like most companies we hired a site location consultant. Pittsburgh didn't even make the initial list. I had to tell them to run the numbers for our region. Fortunately, when we forced the issue, Pittsburgh did well.

**MOLNAR:** For us, Pittsburgh has always been a prime location. Bayer came to Pittsburgh 50 years ago this year. And it's been a great place to do business. Our employees are hard working, well-educated and extremely loyal. They appreciate the value that a job at a reliable, technology-oriented and growing company brings to them and the region. Despite some shortcomings, the region in recent years has made strides in improving the business climate. So as we began to look for places to consolidate our human resources operations, Pittsburgh was very competitive.

**FLANAGAN:** So what were the competitive advantages that drove the decision?

**MOLNAR:** For Bayer, cost of living, higher education, flexibility and loyalty of workforce are paramount. The high quality of life that the region provides makes it easier to retain workers. We have found that our turnover rate here is among the lowest in the country.

**FRIEL:** For us it was the workforce itself. Because of our manufacturing tradition, people here are used to making things like medical devices. The proximity to one of the nation's leading centers of biomedical research was also a driver.

**TRITCH:** Once the State of Pennsylvania stepped up with a very competitive incentive package, workforce became the primary factor for us. Penn State has one of the finest nuclear engineering programs in the world. And we need engineers of all types. The University of Pittsburgh, Carnegie Mellon and the other colleges and universities around here offer a rich pool of talent.

**FLANAGAN:** It sounds like it's not one thing. Lots of factors have contributed to encouraging businesses to invest here.

**TRITCH:** Sure, the business climate has improved and other places are not as attractive as they might have seemed a couple of decades ago. With today's technology, you can locate almost anywhere.

**MOLNAR:** We are in a global competition for talent. Pittsburgh and the surrounding region offer many advantages, which help us to attract and retain top talent.

**FRIEL:** But as the chairman of the Pittsburgh Regional Alliance, I can tell you that intangible factors do play a part. When you hear about the big investments that U.S. Steel, Eaton, and others are making in the region, it does encourage a CEO to make sure Pittsburgh makes the list to consider. We've found at the PRA, when the Pittsburgh region has a chance to make its case, it can compete. And I think that's helped to encourage a different attitude about investing here.



## Regional Real Estate Database a Hit

In January, the PRA launched the Pittsburgh region's first comprehensive, searchable real estate database – PittsburghProspector.com. Currently being queried for more than 300 searches a month, this complimentary service provides users with instant access to site-specific demographics, individualized business analysis reports, GIS-capabilities and more regarding the commercial buildings and sites available in the 10-county region.

## Global Success for PRA Marketing Efforts – Goals Exceeded

At the close of 2007, annual 'stats' for the PRA, include:

- 35 project wins – seven of which are foreign-based companies (goal 34);
- 24 global company projects in the client pipeline (goal 20);
- 134 global company visits managed (goal 50);

- 30 visits by global business representatives secured (goal 15);
- 100 regional corporate outreach calls accomplished (goal 100);
- 35 site-selector briefings made in the Atlanta, Chicago, New York, Southern California and Denver markets (goal 10); and
- 700+ research requests completed for the year – 100+ from partner organizations.

## Regional Export Activity Thriving – Goals Exceeded

As a provider of export services and the official gateway for southwestern Pennsylvania companies to the Commonwealth's Regional Export Network (REN), the PRA reports:

- 121 percent of Pennsylvania's export REN goal was met for FY 2006/2007;
- \$27.5 million in exports can be attributed to PRA assistance (goal \$26.25 million);
- 565 export actions taken by PRA clients (goal 300);
- 191 active export clients (goal 131); and
- 84 new export clients (goal 13).



## Overseas Business Development Missions

The PRA promotes opportunities for foreign direct investment in the Pittsburgh region and works to create global business opportunities for companies with operations here. The PRA is currently leading bilateral business development for the region in China, India, Canada and Europe.



### Opportunity China

The PRA kicked off a long-term, multi-year strategy to build bilateral business relationships and opportunities during its business development mission in April, dubbed Opportunity China: 2007. The

highly-successful, eight-day mission – through which a 24-member delegation met with executives from a total of 196 companies – laid the foundations for a variety of strategic bilateral relationships and business investments in the Pittsburgh region. The executive delegates from Pittsburgh-based companies also gained invaluable insight into developing their own plans for Chinese market trade activities. Key outcomes of the mission include:

- **The China Strategy Group** – formed to develop a regional strategy to enable more southwestern Pennsylvania companies to develop and expand their business in China; made up of private sector individuals with extensive China market experience.
- **Pittsburgh-China Air Cargo Development** – A letter of intent signed in December by Xi'an officials in China and the Allegheny County Airport Authority marked a critical step toward establishing Pittsburgh-China air cargo routes between Xi'an Xianyang International Airport and Pittsburgh International Airport. This is a direct result of relationships forged during the April mission.



- **Wuhan Chamber Agreement** – Further strengthening the 25-year ‘sister city’ relationship between the Pittsburgh region and Wuhan, China – already one of the strongest China-U.S. relationships of its kind – the PRA signed a memorandum promising to pursue long-term cooperation for bilateral business opportunities.

### Expanding Relationships – In the Region, Across the Country and Around the World

One of the defining characteristics of the PRA is the unparalleled public and private sector network it offers to businesses. In order to accomplish its economic development goals, the PRA leverages critical relationships with a variety of stakeholders across the region – through the PRA Partnership – and around the globe. These include industry support organizations, public officials and economic development agencies in each county as well as abroad, all working together to attract Pittsburgh regional investment. The PRA also continues to market the benefits of investing here through participation at trade shows and events and by hosting overseas delegations from Europe, Asia and Canada to explore potential bilateral business opportunities.

### Partnership with Symphony Promotes the Region Abroad

In 2007 the Pittsburgh Symphony Orchestra (PSO) announced the *Pittsburgh 250 Ambassador Tour of Europe* scheduled for January/February 2008 – and Conference affiliate the PRA announced that it would join them as it had in 2006. Due in part to the success of the PRA/PSO partnership during the 2006 PSO European Tour, the PSO received \$5.5 million from the Hillman Foundation. It will help fund future tours that leverage the opportunity to market our region’s assets for business and build relationships with corporate prospects outside southwestern Pennsylvania. The 2006 PSO Tour generated several economic development leads. For instance, it strengthened relationships with Germany-based SYCOR, which subsequently chose to locate and expand its SYCOR AMERICAS Inc. headquarters in the Pittsburgh region.



The poster features a large, stylized silhouette of a violinist playing a violin, set against a background of a city skyline (Pittsburgh) and a warm, golden-yellow sky. The text 'pittsburgh 250' is at the top left, with the tagline 'imagine what you can do here' and the website 'WAGNERPITTSBURGH.COM'. On the right side, there are three small inset photos of musicians. The central text reads: 'Imagine if all ambassadors spoke with such beauty and grace.' At the bottom, it says: 'PITTSBURGH 250 AMBASSADOR TOUR – EUROPE 2008 • JANUARY 21 – FEBRUARY 5'. Below this, a smaller line of text says: 'Join the Pittsburgh Symphony Orchestra in celebrating the Pittsburgh region's 250th anniversary in 2008. Discover the artistic excellence, innovation, cultural diversity and rich history that make Pittsburgh a great place to live and work.' The Pittsburgh Symphony Orchestra logo is at the bottom center.

## Global Business Important to Regional Economy – Award-Winning PRA Study Confirms

Global business is thriving from the Pittsburgh region and plays a critical role in the regional economy. This was confirmed by the November PRA study “Foreign Sales of Local Companies Analysis for FY 2006,” which received the national award for excellence in research supporting business development activities from the national Council for Community and Economic Research (C2ER).

### Key findings include:

- foreign sales and profits by regional companies saw record increases in 2006;
- local public companies hold nearly \$27 billion in foreign assets, 27 percent of total reported assets; and
- foreign operations generate a disproportionate share of company profits, accounting for 32 percent of revenue and 42 percent of company income.

## Airport Development Takes Off

In 2007, airport area development continued to soar. Ground was broken on several airport area business sites and various buildings are under construction; the first building is complete at Clinton Commerce Park, and construction is underway at Beaver County’s Turnpike Distribution Center; a portion of the Imperial Land Company site was sold for the start of a new business park; and the ‘missing ramps’ at Interstate-79/Parkway West are under construction.

## PRA Receives Seven NEDA Marketing Awards

The PRA once again saw great success in the Northeastern Economic Developers Association’s (NEDA) annual awards competition. In its 2007 Literature and Promotions awards, the PRA won in seven categories. Highlights include:

- Best of Class, Annual Report category – 2006 Allegheny Conference Annual Report.



*Beaver County's Turnpike Distribution Center*

- Best of Class, Single Print Ad category – PittsburghProspector.com print advertisement.
- Superior, Print Ad Campaign – *Pittsburgh: Imagine what you can do here* campaign.

These awards follow the PRA’s receipt of NEDA’s 2006 Program of the Year for its “Pittsburgh Knows Chemistry” initiative.





# 250 pittsburgh

imagine what you can do here.™

## 2006-2008 AGENDA - SPECIAL INITIATIVE

Pittsburgh 250 is much more than a birthday party. It's a once-in-a-lifetime opportunity to encourage people inside and outside our region to imagine a bright future here. We are celebrating an important milestone in American history – the 1758 Forbes Campaign that led to the naming of Pittsburgh, as well as the founding of Bedford, Ligonier and other communities west of Carlisle – and the 250 years of innovation and accomplishment that have followed.

With the support of business, government and civic leaders from across the region, and staffed by the Conference, VisitPittsburgh and the Senator John Heinz History Center, Pittsburgh 250 has set three goals:

- Raise awareness of southwestern Pennsylvania as a global leader in arts, science and quality of life through an integrated regional marketing effort.
- Support the completion of lasting signature projects that connect the region's past to its future.
- Improve the region's competitiveness for future generations by encouraging grassroots participation in enhancing communities, attracting visitors and leading healthier lives.

In 2007, the Conference has provided resources and solicited funding to execute the vision of the Pittsburgh 250th Anniversary Commission – more than 200 high-level volunteers under the leadership of Conference Chair Jim Rohr.

## Pittsburgh 250 Officially Launches

The yearlong celebration of the region's 250th Anniversary, Pittsburgh 250, launched at the Conference's Annual Meeting. Through Pittsburgh 250, Inc., the Conference – in partnership with the Senator John Heinz History Center and VisitPittsburgh – is coordinating the celebration on behalf of 14 counties.



Beginning in 2006 and continuing throughout 2007, the Conference has provided the strategic planning, administrative support and community consensus building necessary to support such a large-scale initiative. This included the formation of the Pittsburgh 250th Anniversary Commission – more than 200 public and private sector leaders dedicated to supporting and enhancing this unique opportunity for regional promotion. The Conference worked with the Commission to identify and secure commitments for more than \$50 million for the signature projects, events, marketing and grassroots initiatives being implemented by the Conference and its

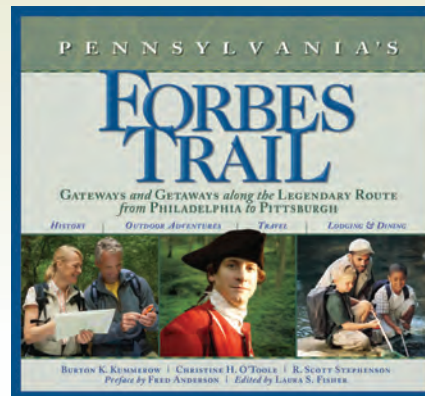
partners across Pittsburgh 250. Formal activities and events commenced on First Night, December 31, with four presentations of 'Imagine That!' – an engaging game show for families highlighting 250 years of innovation in our region.

## Regional Events Celebrate Signature Projects

During 2007, Pittsburgh 250 planned and announced the three major events that will celebrate the completion of three signature projects.

The three signature projects – which represent years of effort and cooperation by many public and private partners – are:

- completion of the **Great Allegheny Passage** trail;



- publication of *Pennsylvania's Forbes Trail: Gateways and Getaways along the Legendary Route from Philadelphia to Pittsburgh*, a new driving guide that showcases

the important role Pennsylvania played in American history before the Revolution; and

- renovation of **Point State Park** – made possible by a landmark \$25 million contribution by the Commonwealth in support of this prominent regional symbol. The Conference, together with the public and private sector and local and state government bodies, worked for many years to secure this funding.

## Engaged Leadership: Turning the Wellness Wheel

"Pittsburgh 250 is not just a celebration of the past, it's a call to action to prepare for the future. And one of the best ways each of us can help to ensure a bright future is to engage in a healthy, active lifestyle.

The American Eagle Outfitters Tour of Pennsylvania, Presented by Highmark Healthy High 5® will inspire young people throughout our region and across the Commonwealth to get in gear with a new professional cycling stage race across 450 miles of Pennsylvania's rolling hills and city streets.

Highmark Foundation's sponsorship of the Tour of Pennsylvania, and our support for 250 and Fit – the health and wellness platform of Pittsburgh 250 – is grounded in a commitment to promoting healthy behaviors in children in our region and throughout the Commonwealth. Taking advantage of opportunities to be active – including riding a bike – is an important component of the Highmark Healthy High 5 initiative.

During the Tour of Pennsylvania, Highmark Healthy High 5 Finish Line Festivals at stage finishes throughout the state will focus on families and promote active living and healthy eating through various hands-on activities. The Tour of PA complements and reinforces the wellness message of Highmark Healthy High 5 – a five-year, \$100 million initiative designed to promote healthy behaviors in children age six to 18.

Please help us and help your own organization by encouraging colleagues, customers, employees and their families to cheer on these young competitors from around the world; visit the Finish Line Festivals; and find out that living an active, healthy lifestyle can be fun."

– **Kenneth R. Melani, M.D.**  
 President and CEO  
 Highmark Inc.



## Engaged Leadership: Paving the Way by Closing the GAP

"American Bridge has been building bridges and other complex structures all over the world for more than 100 years. But when we heard about the local race against time to complete the unfinished portion of the Great Allegheny Passage (GAP) trail – a project 30 years in the making – by the end of 2008, we saw an opportunity. Overcoming the engineering challenges that had stalled the process, principally the number of active rail lines across the Mon Valley, was an opportunity to play an important role in building another kind of bridge. We're connecting the rest of the country to the doorstep of the Pittsburgh region, and directly impacting the quality of life in our own backyard."

– Robert H. Luffy, President & CEO  
American Bridge Company



"With so many regional partners having stepped up and dug in, literally, to speed up the timeline for Closing the GAP, it has been a one-of-a-kind effort. We worked with private and public sector partners to not only finish the trail on time, but to do so in a high quality, strategic way that ensures that the trail will serve southwestern Pennsylvania for generations to come. It hasn't been easy, but with so many leaders pitching in – from Closing the GAP committee co-chairs Allegheny County Chief Executive Dan Onorato and John P. Surma, CEO of U.S. Steel (who remediated the company's large underground plant line to accommodate the best trail alignment), to the original leadership of past Conference Chair Chuck Queenan and *pro bono* legal work from Mark Nowak of Thorp Reed & Armstrong, LLP – it was easy to get behind the momentum with a can-do approach to make it happen. I'm proud to be a part of such a historic regional effort."

– Clifford R. Rowe, Jr., CEO, P.J. Dick, Incorporated

## The Events that will Celebrate these Projects are:



**American Eagle Outfitters Tour of Pennsylvania, Presented by Highmark Healthy High 5® Celebrates Forbes Trail and Point State Park** – Pittsburgh 250 worked to secure the generous sponsorship of Regional Investors American Eagle Outfitters and Highmark to present the Tour of Pennsylvania. Taking place from June 24-29, the statewide cycling race from Philadelphia to Pittsburgh will be the first international *espoir* (under 25) class professional cycling

event in North America and the first statewide stage race in the Mid-Atlantic United States. It will follow the Forbes Road, the trail to Pittsburgh blazed by General John Forbes and Colonel George Washington in 1758 that led to the naming of our region.

**PNC Legacy Trail Ride Celebrates Great Allegheny Passage Completion** – During 2007, the groundwork was literally laid to celebrate "Closing the GAP" – the completion of the last nine miles in the Great Allegheny Passage trail. The \$9 million public-private partnership initiative to complete the trail gained particular leadership from Allegheny County Chief Executive Dan Onorato and Conference Regional Investors United States Steel Corporation, P.J.



Dick, Incorporated and American Bridge Company. In the fall, the PNC Legacy Trail Ride will invite families and children to join in the ride to Pittsburgh – from Mount Vernon, Va. to Point State Park – on the path considered to be one of the premier hiking and biking trails in the United States and the most accessible great trail experience in the world.

**Festival of Lights and Music Celebrates Our Region's History of Innovation** – Aided by the success of the 2007 Festival of Lights during the Pittsburgh Celebrates Glass initiative, Pittsburgh 250 is working with the Pittsburgh Cultural Trust, the Carnegie Museums and numerous other partners to present the Pittsburgh Celebrates 250: A Festival of Lights and Music beginning on October 11, 2008. The multi-week event will feature works of art projected on the facades of buildings across Downtown Pittsburgh and Oakland, as well as a series of world premieres in arts and culture. These include the Pittsburgh Cultural Trust Festival of Firsts, the renowned Carnegie International exhibition and a new Innovators exhibit at the Senator John Heinz History Center.



## LOOKING AHEAD TO 2008:

- June 24-29:** American Eagle Outfitters Tour of Pennsylvania, Presented by Highmark Healthy High 5®
- October 4:** PNC Legacy Trail Ride Celebrating the Great Allegheny Passage
- October 11 - November 16:** Pittsburgh Celebrates 250: A Festival of Lights and Music



### Grassroots Initiatives Gear Up for 2008

Several grassroots components of the Pittsburgh 250 celebration were planned and took shape in 2007 and are now poised to have lasting impact on communities across the 14-county region.

**Homecomings and Reunions** – Pittsburgh 250 encouraged people throughout the region to schedule dozens of family reunions, conferences, business meetings and large conventions during the anniversary year, which are expected to bring more than 50,000 visitors to our region. The Pittsburgh 250 Reunions and Homecomings effort is spearheaded by VisitPittsburgh.

**Community Connections** – The Community Connections initiative launched in 2007, receiving more than 500 applications from 14 counties, from which 100 projects were selected by a regional panel to receive seed funding totaling \$1 million. The grants were awarded through The Sprout Fund to these community improvement projects in December 2007 and are being implemented throughout 2008.

**Pittsburgh 250 and Fit** – Launched in September, this ambitious initiative will engage 250,000 individuals in living healthier lifestyles and encourage use of our trails, parks, rivers, lakes and other amenities.

### Engaged Leadership: Connecting Communities, One Project at a Time

"I am thrilled to be a part of **Community Connections**, an exciting funding initiative of Pittsburgh 250 that is supporting 100 community projects celebrating pride and progress in southwestern Pennsylvania in 2008. With support from community foundations in 14 counties as well as numerous private and corporate foundations from throughout the region, Community Connections has raised \$1 million to support activities and events during the region's 250th anniversary in 2008.

My fellow Co-Chairs Aradhna Dhanda, president and CEO of Leadership Pittsburgh, Inc., and Conference Board Member and Regional Investor George Miles, president and CEO of WQED Multimedia, have helped shape a program that is truly inclusive. We've had the fortunate opportunity to work with private sector leaders, public officials, foundation officers, nonprofit workers and hundreds of community members who have participated along the way.

From the outset, Community Connections has been driven by community needs – from brainstorming sessions in each county to the more than 270 people from across the region who participated in the decision making process – the program begins and ends with the people it serves.

The Sprout Fund was amazed by the innovative variety and sheer volume of the more than 500 proposals

we received. We're so pleased to help make many of them possible through our investments – 88 Grassroots Awards of up to \$5,000 and 12 Regional Awards of up to \$50,000.

With 100 Community Connections projects happening throughout 2008, residents and visitors in all 14 counties will become part of a groundswell of activity, gain a renewed sense of civic pride and celebrate progress in our region. From the founding of Fort Pitt in 1758 to 250 years from now, this is the year we will lay the foundation for a more connected regional community in southwestern Pennsylvania."

– *Cathy Lewis Long, Executive Director, The Sprout Fund and Pittsburgh 250 Community Connections Co-Chair*

Learn more about Community Connections at [www.post-gazette.com/connections](http://www.post-gazette.com/connections)





# COMPETITIVENESS

## PROGRESS ON THE 2006-2008 AGENDA

- ▼ TAXES AND REGULATIONS
- ▼ WORKFORCE QUALITY
- ▼ TRANSPORTATION AND INFRASTRUCTURE
- ▼ LOCAL GOVERNMENT FUNCTION AND STRUCTURE

We have achieved measurable progress toward making our region more competitive in the global economy. Through the statewide CompetePA coalition, we held the line on business taxes and helped maintain the phase-out of the Capital Stock and Franchise Tax. We accomplished the successful passage of new legislation to improve the competitiveness of the electricity rate landscape. In late 2007, we launched the Pittsburgh Regional Compact, an employer-educator partnership designed to develop our region's workforce for 21st-century jobs.

Throughout the year, we advocated successfully for continuing reforms at the Port Authority and worked closely with regional partners to ensure comprehensive air service at Pittsburgh International Airport. Our commitment to more effective and efficient local government was marked by continuing efforts to consolidate earned income tax collection, benchmark consolidated governments elsewhere and analyze the impact of municipal pension reform, among other issues.



## TAXES AND REGULATIONS

### Board Committee Chair:

**John P. Surma, Jr.**

*Chairman & CEO, United States Steel Corporation*

### Business Tax Reform Continues

Addressing the uncompetitive aspects of our business taxes and promoting reforms that encourage economic development are essential to the region's ability to retain successful businesses and gain new jobs and capital investment. Leading the effort is CompetePA, a statewide coalition, of which the Conference is a founding member, representing more than 100 of Pennsylvania's largest private sector employers and business organizations invested in seeing Pennsylvania compete successfully in the global marketplace.



This year, CompetePA strongly supported the continued phase-out of the Capital Stock and Franchise Tax and mounted vigorous opposition to seven new taxes proposed in the Governor's budget, helping to ensure that there are no new taxes on employers in the 2007-08 state budget.

### Better Access to Cost-effective Energy and Electricity

Competitive energy and electricity costs for our region have been a particular priority for the Conference and its Affiliates because of the role they play in business decisions on expansion and relocation.

A step toward a competitive electricity rate landscape for large industrial electricity users was taken with the passage of the Electric Generation and Customer Choice Act in July 2007, which allowed utilities to offer these customers long-term, fixed-rate contracts, providing utilities with the flexibility to procure cost-competitive, wholesale power while prohibiting them from allowing any customer class to subsidize another.

Regional and statewide momentum for this bill picked up in late 2006 with the successful *Energy Summit 2006: Generating Ideas for Southwestern Pennsylvania*, presented by the Conference and the Pittsburgh Technology Council. In 2007, the Conference and its Affiliates encouraged input on the energy agenda from more than 80 Regional Investors during sessions held throughout the region. The Conference also testified in many forums on the importance of competitive electricity prices, including before the Republican House Policy Committee in Harrisburg, the Democratic House Policy Committee in Pittsburgh and the Allegheny County legislative delegation.

# WORKFORCE QUALITY

## Board Committee Chairs:

### Susan P. McGalla

*President & Chief Merchandising Officer, American Eagle Outfitters, Inc.*

### David J. Malone, CLU, ChFC

*President & CFO, Gateway Financial Group, Inc.*



**pittsburgh regional compact**  
connecting employers + students

## Coordinating Career Education

In November, the Conference officially launched the Pittsburgh Regional Compact, an employer-educator partnership designed to develop our region's workforce for 21st-century jobs. The Compact engages regional employers, educators and program providers in a coordinated partnership to prepare southwestern Pennsylvania students for successful careers in the region through activities such as work readiness training, mentoring, internships and more. The goal of the Compact is for the Pittsburgh region to be a national leader in workforce preparation.

Visit [www.pittsburghregionalcompact.org](http://www.pittsburghregionalcompact.org) for more information.

## Engaged Leadership: Launching the Pittsburgh Regional Compact

"Together with David J. Malone, president and CFO of Gateway Financial, I've had the honor of taking a leadership role in launching the Pittsburgh Regional Compact. This initiative is a critical employer-educator partnership designed to develop our region's workforce for 21st-century jobs. Our goal is for the Pittsburgh region to be a national leader in workforce preparation and to encourage every young person in our region to imagine what they can do here.

Too often we hear that there are no opportunities for young people in the region, but the opposite is actually true. The reality is that our young people are not graduating with the skills that are needed to succeed in the great jobs that are available. The Compact aims to provide those skills through coordinated career education across the region.

American Eagle Outfitters kicked off its Compact participation by hosting its first workplace visit. We hosted 20 North Allegheny High School students at our new corporate headquarters in Pittsburgh's SouthSide Works, where they received a first-hand introduction to the range of careers available in our company. We have similar ac-

tivities planned with other schools throughout Allegheny County and the region in the coming months. We hope to touch 200 students in 2008.

The success of the Compact relies on our growing partnership with school districts and superintendents across the region. Kim Tillotson Fleming, President of Hefren-Tillotson, Inc., and Louis L. Testoni, Managing Partner at PricewaterhouseCoopers, have been instrumental in building that partnership through their CEO to CEO meetings.

As business leaders, we can play a significant role in helping today's students to imagine a bright future in our region. Join us to make it happen."

— Susan P. McGalla,  
President and Chief Merchandising  
Officer, American Eagle Outfitters, Inc.  
and Conference Workforce Quality  
Board Committee Co-Chair



## Five-Year School Performance Report Issued

In 2000, the Conference set a goal that every 10-year-old in the Pittsburgh region be proficient in reading and math by the year 2010. Each year since, it has released an annual report card grading progress across the region. In January 2007, the Conference released the *Proficiency by 10: Five-year Report Card on Fifth-Grade Proficiency in Reading and Mathematics in Southwestern Pennsylvania*. The five-year report focuses on the emerging trends in school proficiency since the establishment of the "Proficiency by 10" goal and the changes in the education system during this period that impact our schools. The most notable change was the federal 2002 No Child Left Behind Act (NCLB), which mandated school accountability for student performance. The five-year report shows that fifth graders in southwestern Pennsylvania are consistently outperforming their statewide peers, but are not yet achieving at targeted levels.





## TRANSPORTATION AND INFRASTRUCTURE

### **Board Committee Chair:**

**Jared L. Cohon, Ph.D.**

*President, Carnegie Mellon University*

### **Conference Backs Port Authority Reform**

Last year, the Conference and its Affiliates studied the financing and operations of the Port Authority of Allegheny County and found that it was far less effective at attracting and serving riders than other big-city transit systems, with costs that were rising much faster than inflation. The Conference's benchmarking analysis, released in 2007, raised public awareness of these issues and of the large discrepancy between Port Authority wages and those paid by comparable systems.

Working closely with Port Authority CEO Stephen G. Bland in 2007, the Conference successfully advocated for significant Port

Authority reforms, including undertaking a redesign of the entire Port Authority system, route changes to improve operational efficiency and the elimination of retiree health care benefits for non-union employees. The Conference also helped secure a dedicated local funding source for the Port Authority as part of an overall reform effort that is still underway.

### **Pittsburgh International Airport - Leader in Fare Reduction; Record Passenger Levels**

No airport in the country lowered average ticket prices more in 2007 than Pittsburgh International Airport. This change was largely due to the expansion of low-cost service at Pittsburgh International in recent years by JetBlue Airways, Southwest Airlines and AirTran Airways, which led to increased competition and significant fare reductions. Where Pittsburgh International

Airport was once one of the country's most expensive, today it is the 16th least-expensive of the 100 largest airports.

Furthermore, more people are using Pittsburgh International to get to and from Pittsburgh than ever before. Since 2005, the number of origin and destination passengers increased by 1 million.

The Conference works through the Regional Air Service Partnership, a joint effort of the Conference, the Allegheny County Airport Authority and Allegheny County Chief Executive Dan Onorato, to ensure that the region maintains adequate air service despite ongoing tumult in the aviation industry. The Partnership promotes the market opportunities in Pittsburgh to airlines to attract additional service and actively supports airlines that have invested here. The Partnership is particularly focused on making the business case for airlines to consider adding non-stop service to Europe from Pittsburgh.

### **Oakland Transportation Key to Future Regional Growth**

In 2007, the Conference's Oakland Investment Committee concluded its analysis of Oakland's transportation challenges, and Allegheny County Chief Executive Dan Onorato used its findings to declare Oakland transit as a top transportation priority of Allegheny County. Conference CEO Michael Langley was named co-chair of the newly formed Transportation Action Partnership, along with Allegheny County Economic Development Director Dennis Davin, which will investigate the potential for public/private partnerships to build and operate state-of-the-art transit services in and around Oakland and Downtown as well as to the airport.



## LOCAL GOVERNMENT FUNCTION AND STRUCTURE

### **Board Committee Chair:**

**Thomas L. VanKirk**

*CEO & Managing Partner,  
Buchanan Ingersoll & Rooney PC*

### **Committee for City/County Cooperation Hard at Work**

Having researched government operations and consolidation models for many years, the Conference and its Affiliates support the Citizens Advisory Committee on the Efficiency and Effectiveness of City-County Government in various capacities. The Conference has served as an ongoing informational resource for the Committee, which was established in November 2006 by Allegheny County Chief Executive Dan Onorato and City of Pittsburgh Mayor Luke Ravenstahl, providing relevant research and analysis as requested on issues of consolidation, including reports on other city/county consolidation models. The Committee will make recommendations regarding how the County and City might work together more efficiently and effectively and has been addressing city/county structural consolidation.

### **Regional Fact-Finding Mission Explores Consolidation Models**

The Citizens Advisory Committee asked the Conference to plan and lead its July 2007 fact-finding trip to Louisville, Ky. to learn about the structural consolidation of the City of Louisville and Jefferson County. The goal was to learn firsthand why and how the Louisville Metro consolidation was planned and implemented. Allegheny County Chief Executive Onorato and City of Pittsburgh Mayor Luke Ravenstahl traveled to Louisville with the Committee.

### **Earned Income Tax Collection Reform Moves Forward**

Research by the Pennsylvania Economy League of Southwestern Pennsylvania, an affiliate of the Conference, found that some \$237 million in local earned income tax (EIT) goes uncollected by Pennsylvania school districts and municipalities each year. The reason is a complicated and inefficient collection process – with 2,900 jurisdictions (more than any other state) employing 560 local tax collectors. If the annual \$237 million were to be recovered, it could be used to reduce real estate tax burdens or to hire 3,000 more police officers and 3,000 more teachers.

In addition to research and analysis provided by the Economy League on this issue, the Greater Pittsburgh Chamber of



*Mayor Ravenstahl, Philadelphia Mayor Michael Nutter and County Chief Executive Onorato*

Commerce collaborated with the state Department of Community and Economic Development to draft new legislation that would standardize and simplify the collection process. The Economy League testified to the Senate Democratic Policy Committee and is working to educate decision makers at the state and local levels about the issue to support a timely passage of reform to consolidate the collection process.

### **Municipal Pension Reform Gets Critical Attention**

The problem of underfunded public pensions is a particularly pressing issue in Pennsylvania, which has four times as many public employee pension plans as any other state and one-fourth of all local government pensions in the nation. To identify possible solutions, the Economy League prepared analyses of the magnitude of the municipal pension problem across the Commonwealth, testified to the Senate Finance Committee on the need for reform, and served on and provided techni-

cal assistance and resources to an Institute of Politics committee charged with examining the municipal pension problem and recommending solutions.

### **Regional Collaboration in Municipal Planning Decisions**

Following an April 2007 appointment by Pennsylvania Representative Tom Petrone, the Economy League holds a seat on the Joint State Government Commission Advisory Committee on the Kilbuck Township Landslide – the September 2006 event that resulted in the closure of several major transportation arteries, negatively impacting commerce and the lives of thousands. The Committee is exploring possible amendments to the Municipalities Planning Code that would increase regional participation in local land use decisions. The Conference is receiving input from Regional Investors with development planning expertise through the amendment drafting process.



## ADVOCACY

The Greater Pittsburgh Chamber of Commerce serves as the advocacy arm of the Conference, working to secure public sector investment and legislative and regulatory improvements in support of our 2006-2008 Agenda.

In 2007, the Chamber worked closely with our state and federal legislators and a range of other partners to continue to reduce business taxes, address electricity costs for large industrial users and improve our region's infrastructure.

Recent advocacy successes for our region include the following:

### State - Commonwealth of Pennsylvania

- Securing the continuation of the Capital Stock and Franchise Tax phase-out
- Working with the statewide CompetePA coalition to ensure that the passage of the 2007-08 state budget included no new business taxes
- Assisting in securing more cost-effective electricity costs for large industrial users and local utilities (Electric Generation and Customer Choice Act - HB 1530)
- Supporting the approval of Strategic Development Area legislation (SB 854), for growth related to the Westinghouse Electric Company expansion

### Federal - Washington, D.C.

- Supporting the Small Business Investment Expansion Act of 2007 (HR 3567) to revamp the Small Business Administration's (SBA) investment programs
- Assisting with the passage of the \$23 billion Water Resources Development Act (WRDA), authorizing up to \$100 million for flood and water projects across western Pennsylvania
- Working aggressively with PennDOT and the Federal Highway Adminis-

tration to secure final interstate designation of I-376 for the Parkway West/Route 60 corridor

- Leading the implementation planning for the nation's first Joint Readiness Center, in cooperation with the Departments of Defense, Homeland Security and Health & Human Services

The Chamber also works in partnership with the Southwestern Pennsylvania Commission to convene county commissioners and other local government officials for regular visits to Washington,

D.C. to meet with southwestern Pennsylvania Congressional delegation members to discuss transportation and infrastructure issues.

In addition, the Chamber sponsors the December Legislative Reception in Pittsburgh, the Spring Legislative Reception (in partnership with the Greater Philadelphia Chamber of Commerce) in Harrisburg and the Fall Federal Legislators reception in Washington, D.C. to bring together members of the business community and state and federal legislators representing the Pittsburgh region.





# THE PEOPLE BEHIND THE PROGRESS

We express our profound appreciation for the engaged leadership, dedication and hard work of our Board members, Regional Investors and other regional partners who work together every day to improve the economic competitiveness of southwestern Pennsylvania and enhance the quality of life our region offers.

Thank you for your partnership and your commitment to creating a brighter future for the Pittsburgh region.

# ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

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